

SAN FRANCISCO BAY CONSERVATION AND DEVELOPMENT COMMISSION

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October 24, 2008

TO: Commissioners and Alternates
FROM: Will Travis, Executive Director (415/352-3653 travis@bcdc.ca.gov)
SUBJECT: **Staff Report and Recommendation on the Commission's Strategic Plan**
(For Commission consideration on November 6, 2008)

Summary and Recommendation

On October 2, 2008, the Commission adopted an updated strategic plan and directed the staff to provide monthly reports on the progress being made in achieving the plan's objectives so the Commission can determine whether any revisions in the plan are necessary and whether to take further action to achieve the plan's goals and objectives. This first of the monthly status report indicates which staff member has been assigned the lead responsibility for achieving each of the plan's objectives.

When it adopted the updated plan, the Commission also agreed to consider adding an objective that would commit BCDC to working with the Bay Planning Coalition on a strategy to deal with the concern that waterfront industrial, marine transportation and goods movement infrastructure are in danger of being displaced by land uses that do not require waterfront locations. In response, the staff has worked with the Coalition to develop language for a new objective that is included to help achieve the goal of improving coordination and interaction with other organizations to improve the Bay. The staff recommends that the Commission add this objective to the updated strategic plan.

Strategic Plan Elements

Mission Statement The Bay Conservation and Development Commission is dedicated to the protection and enhancement of San Francisco Bay and the Suisun Marsh and to the encouragement of their responsible use.

Vision Statement A cleaner, healthier, vibrant Bay that is more accessible to the public.

Core Values

- Effective, timely and responsive communication.
- Excellence in staff, process and Commission decision-making.
- Integrity, honesty, transparency, adherence to the law and fairness in our process and consideration of all viewpoints.
- Leadership and devotion to the protection and the enhancement of the Bay.



Making San Francisco Bay Better

- Open, public process.
- Mutual trust and respect among staff, Commissioners, our partners and the public.
- Partnerships with other agencies and groups.

- Ongoing Goals**
- Improve public awareness of the Bay and Suisun Marsh and the role of BCDC.
 - Maintain an active enforcement program.
 - Maximize public access where compatible with resource protection.
 - Prevent unnecessary Bay fill and enlarge the Bay where appropriate.
 - Promote optimum and sustainable use and management of Bay resources.
 - Recognize the importance of the Bay in advancing the economic prosperity of the Bay region.
 - Support environmental justice in Commission decisions.
- Three-Year Goals**
- Improve and implement BCDC's program for protection, use and restoration of Bay resources.
 - Improve coordination and interaction with other organizations to improve the Bay.
 - Improve public access to the Bay and the Suisun Marsh.
 - Play an integral role in developing and implementing a regional proactive strategy for dealing with global climate change.

Goals, Objectives and Status

THREE-YEAR GOAL: Improve and implement BCDC's program for protection, use and restoration of Bay resources.

Objectives	Status
1. Joint Powers Authority. By December 31, 2008, the staff will investigate the pros and cons of joining San Francisco Estuary Institute's (SFEI) Joint Powers Authority and make a recommendation to the Commission on whether or not to join.	The lead staff member for this objective is Tim Eichenberg.
2. Delta Planning. By December 31, 2008, and quarterly thereafter, the staff will report to the Commission on the initiatives underway and participate in the Delta planning process in a manner that will address the Commission's objectives.	The lead staff members for this objective are Steve Goldbeck and Jessica Hamburger.
3. Succession Planning. By January 31, 2009, if adequate funding is available, the staff will secure the services of a management consultant to assist in developing: (1) a vision and strategy for positioning BCDC so the agency can be most productive in	The lead staff member for this objective is Will Travis.

managing the protection and enhancement of the Bay in the future; and (2) a succession plan that is aligned with and supports the vision and strategy to provide for effective transition of staff over the next five years.

4.	Information Management. By March 31, 2009, if adequate funding is available, the staff will develop a work program for creating and implementing a comprehensive information management and retrieval system.	The lead staff member for this objective is Mamie Lai.
5.	Advisory Committees. By March 31, 2009, the staff will provide the Commission with an analysis of the optimal future roles and functions of the Citizens Advisory Committee and Science Advisory Committee, with recommendations on the best committee membership to fulfill the identified roles and functions, and a draft implementation plan for a revitalized Citizens Advisory Committee and Science Advisory Committee.	The lead staff members for this objective are Caitlin Sweeney and Steve Goldbeck.
6.	Design Excellence. By June 30, 2009, if adequate funding is available, the staff will complete the preparation of an outreach program to promote excellence in waterfront design and brief the Commission on the program prior to its implementation.	The lead staff members for this objective are Brad McCrea and Rafael Montes.
7.	Sediment Management. By August 31, 2009, the staff will prepare a regional sediment management program for San Francisco Bay that will address needed research and policy.	The lead staff members for this objective are Steve Goldbeck and Brenda Goeden.
8.	Restoration Projects. By September 30, 2009, if adequate funding is available, the staff will provide the Commission with a briefing on the restoration projects that BCDC has permitted and lessons learned.	The lead staff member for this objective is Bob Batha.

THREE-YEAR GOAL: Improve coordination and interaction with other organizations to improve the Bay.

Objectives		Status
1.	Regional Issue Reports. By January 31, 2009, and quarterly thereafter, the staff will provide reports to the Commission on actions taken by regional committees (e.g., JPC, RAPC, RPC) on regional issues,	The lead staff members for this objective are Joe LaClair and Lindy Lowe.

including, but not limited to, global
climate change.

2.	Regional Committees. By March 31, 2009, the staff will provide a briefing(s) to the Commission on the work of regional committees and bodies that includes the reason BCDC is involved and how they advance BCDC's objectives.	The lead staff members for this objective are Joe LaClair and Lindy Lowe.
3.	Joint Policy Committee. By June 30, 2009, the staff will report to the Commission on the role that the Regional Water Quality Control Board and the California Coastal Conservancy could play in the Joint Policy Committee and the FOCUS Program.	The lead staff member for this objective is Joe LaClair.
4.	Public Awareness. By June 30, 2009, the staff will develop and present a strategy to the Commission to take advantage of NGO relationships to increase public involvement and awareness in the Commission's work on regional initiatives.	The lead staff member for this objective is Lindy Lowe.
5.	Regional Planning Funding. By September 30, 2009, the staff will seek additional funding to support BCDC's participation in regional partnerships (e.g., adaptation planning for transportation infrastructure).	The lead staff member for this objective is Joe LaClair.
6.	RECOMMENDED NEW OBJECTIVE: <i>Bay Planning Coalition Partnership. By June 30, 2009, the staff working with the Bay Planning Coalition will present for the Commission's consideration a strategy for addressing concerns that existing planning policies and criteria for government decision-making may not be adequate to protect, support and expand waterfront industrial, marine transportation, goods movement infrastructure, environmental and recreational facilities and other water-dependent uses in a manner that is compatible with residential and commercial land uses on the waterfront.</i>	The lead staff member for this objective is Will Travis.

THREE-YEAR GOAL: Improve public access to the Bay and the Suisun Marsh.

Objectives		Status
1.	Public Access Advisory Committee. By	The lead staff member for this objective is

March 31, 2009, the staff will evaluate the feasibility of a Public Access Citizens Advisory Committee focused on public access issues and report the results to the Commission.

Caitlin Sweeney.

2.	Bay Water Trail. By June 30, 2009, the staff will provide the Commission with an analysis of Bay Water Trail sites as they relate to Bay Plan recreation policies and maps to see what sites are at risk (e.g., from closure or redevelopment).	The lead staff members for this objective are Joe LaClair and Sara Polgar.
3.	Public Access Gaps. By September 30, 2009, the staff, working with Bay Trail staff and other agencies, will assemble current information regarding gaps in shoreline public access to be used in a public access map.	The lead staff member for this objective is Brad McCrea.
4.	Public Access Map. By September 30, 2009, the staff, working with Bay Trail staff and other agencies, will seek funding for a new or updated public access map.	The lead staff member for this objective is Joe LaClair.

THREE-YEAR GOAL: Play an integral role in developing and implementing a regional proactive strategy for dealing with global climate change.

Objectives		Status
1.	Inundation Maps. By December 31, 2009, the staff will produce and present to the Commission new shoreline inundation maps that can be used for planning purposes.	The lead staff members for this objective are Joe LaClair and Tim Doherty.
2.	Climate Change Presentations. By December 31, 2008, the staff will provide at least six climate change presentations live to local governments, with videotaping of the presentation for cable networks and other distribution opportunities.	The lead staff members for this objective are Will Travis and Steve Goldbeck.
3.	Sea Level Rise Legislation. By January 31, 2009, the staff will provide for the Commission's consideration draft language for State legislation that will empower, fund and direct the Commission to prepare a sea level rise adaptation strategy for the San Francisco Bay and the Suisun Marsh that identifies: (a) the most significant resources that must be protected from inundation; (b) those areas that are inappropriate for protection from inundation; and (c) those	The lead staff member for this objective is Steve Goldbeck.

areas appropriate for wetland restoration
or enhancement.

4.	Habitat Protection. By January 31, 2009, the staff will report to the Commission on the issues of habitat preservation and protection in relation to adaptive strategies dealing with sea level rise.	The lead staff members for this objective are Leslie Lacko and Adam Parris.
5.	Legal Analysis. By January 31, 2009, the staff will complete a legal analysis of property rights and “takings” issues and the use of the public trust doctrine related to adaptive strategies.	The lead staff member for this objective is Tim Eichenberg.
6.	Bay Plan Policies. By March 31, 2009, the staff will present to the Commission a report on the impacts of sea level rise in the Bay and propose changes to the Bay Plan for the Commission’s consideration.	The lead staff member for this objective is Leslie Lacko.
7.	Presentation Webcast. March 31, 2009, if adequate funding is available, the staff will webcast BCDC’s climate change presentation(s).	The lead staff member for this objective is Mamie Lai.
8.	Design Competition. By September 30, 2009, if adequate funding is available, the staff will publicize the most innovative, effective strategies for adapting the impacts of sea level rise on shoreline resources and communities that have emerged from a 2009 international design competition sponsored by BCDC.	The lead staff member for this objective is Brad McCrea.
9.	Local Assistance. By September 30, 2009, the staff will develop strategies that local governments can use in their planning for adapting to sea level rise and associated storm impacts.	The lead staff members for this objective are Steve Goldbeck and Joe LaClair.